

## Performance Measure Detailed Matrix

#	Performance Measure	Description	SFA Current Performance	Source	SFA Target	Source	Private Sector Benchmark	Source
<b>Student Channel</b>								
<b>Customer Satisfaction</b>								
<b>Overall Customer Service</b>								
1	% of customers characterized as "very satisfied"	Level of customer satisfaction as measured by polls, surveys, and other methods.	Direct: 59% FFEL: 54%	-SFA source document	Direct: Not Estimated FFEL: Not Estimated	--	Retail Bank: 90%	Andersen Consulting experience
<b>Application Processing and Disbursement</b>								
2	Time required to process an application	Total amount of time required to process a loan application from the time it is received until funds are disbursed.	FAFSA: within 8 days	-SFA 5 Year Performance Plan	FAFSA: within 8 days	-SFA 5 Year Performance Plan	Retail Bank: - Paper: 24-36 hours - Electronic: 1-2 hours	-Andersen Consulting experience
3	% of applications processed correctly (without error)	Percentage of applications processed without error the first time.	Not Estimated	--	Not Estimated	--	Credit Card Co: - greater than 95%	-Andersen Consulting experience
4	% of funds disbursed correctly	Percentage of funds disbursed without error the first time.	Not Estimated	--	Not Estimated	--	Retail Bank: - greater than 99.5%	-Andersen Consulting experience
5	Convenience of submitting applications (measured by % of paper vs. electronic applications)	Percentage of applications received in an electronic format versus a paper format.	Paper: 80% Electronic: 20%	-SFA source document	Paper: 70% Electronic: 30% (represents FY00 target)	-SFA source document	Retail Bank: - Paper: 20% - Electronic: 80%	-Andersen Consulting experience
<b>Loan Servicing/Consolidation</b>								
6	Time required to process a payment (servicing)	Amount of time necessary to process a borrower's payment from receipt until the payment is credited to the borrower's account.	Not Estimated	--	Not Estimated	--	Retail Bank: - within 24 hours	-Andersen Consulting experience
7	Time required to process loan consolidation application	Amount of time necessary to process a direct loan consolidation application without an interruption in service from receipt until approval.	Direct: 50 days or less	-SFA source document	Direct: 60 days or less	-SFA 5 Year Performance Plan	Retail Bank: - 7-10 days	-Andersen Consulting experience
8	% of direct loan consolidation applications processed correctly	Percentage of direct loan consolidation applications processed without error the first time.	Not Available	--	Not Available	--	Credit Card Co: - greater than 95%	-Andersen Consulting experience

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<b>Call Centers</b>								
9	Availability of customer support (successful contact)	Percentage of time that a borrower is able to successfully reach customer support in person or via VRU (i.e., not busy, call answer, or caller not dropped-off).	Public Inquiry Call (PIC): - 95%	-SFA 5 Year Performance Plan	Public Inquiry Call (PIC): - greater than 95%	-SFA 5 Year Performance Plan	Credit Card Co: - greater than 99%	-Andersen Consulting experience
10	% of inquiries resolved with one call (during or after call)	Percentage of calls which are resolved correctly on first contact (although not necessarily resolved while on the line).	PIC: Not Estimated	--	PIC: Not Estimated	--	Mort. Servicing: 89% Retail Lending: 75%	-Andersen Consulting experience
11	Time to resolve inquiry	Amount of time required to successfully resolve the borrower's inquiry.	PIC: - within 10 days	ACS	PIC: Not Estimated	--	Retail bank: - within 5 days	-Andersen Consulting experience
12	% of customers satisfied with problem resolution	Percentage of customers who find problem resolution satisfactory (based on outcome, timing, etc...).	PIC: Not Estimated	--	PIC: Not Estimated	--	Mort. Servicing: 85%	-Andersen Consulting experience
13	Abandoned call rate	Percentage of calls abandoned per total number of calls.	PIC: Not Available	--	PIC: Not Available	--	Fin. Instit.(avg.): 2.0% Mort. Servicing: 3.9%	-Andersen Consulting experience
<b>Lower Unit Cost</b>								
<b>Application Processing and Disbursement</b>								
14	\$ cost to process an application	Total unit cost required to process each loan application (including administrative expenses) from the time it is received until funds are approved for disbursement.	FAFSA: \$5.00*  (*does not include ED overhead assignmet costs)	-SFA 5 Year Performance Plan	Not Estimated	--	Credit Card Co: - Paper: \$3.50 Am. Bankers Assn: - Electronic: \$1 -\$ 3	-Andersen Consulting experience
15	\$ cost to process a loan (administrative and disbursement expenses)	Total unit cost required to process each loan (including administrative and disbursement expenses) from the time the loan application is received until funds are disbursed.	Direct Loan: \$26.85* Pell Grant: \$10.76*  (*does not include ED overhead assignmet costs)	FY98 Baseline Performance Measures Report (by Price-Waterhouse-Coopers)	Not Estimated	--	Credit Card Company: \$0.09 (90% electronic) \$0.12 (80% electronic)	-Andersen Consulting experience

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<b>Loan Servicing/Consolidation</b>								
16	\$ cost per direct loan payment processed	Total unit cost required to disburse each payment (including administrative expenses).	Paper: - Not Available Electronic: - Not Available	--	Paper: - Not Available Electronic: - Not Available	--	Credit Card Company: - Paper: \$0.35 - Electronic: \$0.04	-Andersen Consulting experience
17	\$ cost per direct loan serviced	Total unit cost required to service each direct loan per year.	Overall: - Not Available In-School: - Not Available In Repayment: - Not Available	--	Overall: - Not Available In-School: - Not Available In Repayment: - Not Available	--	Retail Direct: \$64 Mort. Servicing: \$48 Home Equity: \$56	-Andersen Consulting experience
18	\$ cost per borrower serviced	Total unit cost required to service each borrower per year.	Not Available	--	Not Available	--	Not Estimated	--
19	\$ cost per consolidation loan originated	Total amount of money required to process each loan consolidation (including administrative expenses).	Not Available	--	Not Available	--	Credit Card Company: - Paper: \$0.35 - Electronic: \$0.04 (note: \$ same to process a loan)	--
<b>Debt Collections</b>								
20	Default recovery rate	Percentage of loans in default status that are recovered relative to the total number of accounts for that period.	Overall: - 15%	-SFA 5 Year Performance Plan	Overall: - 10% and above	-SFA 5 Year Performance Plan	Fin. Instit. (avg.): 15%	-Andersen Consulting experience
21	Default rate (statutory)	Percentage of borrowers in default of their loan on an annual basis.	Overall: - 8.8% (nat'l student loan default rate – FY97)	-SFA 5 Year Performance Plan	Overall: - below 8.8%	-SFA 5 Year Performance Plan	Retail Bank (avg.): 4% Revolving Credit Market: 1.87%	-Andersen Consulting experience
22	Delinquency rate (30 days)	Percentage of the value of loans overdue by 30 or more days relative to the total value of outstanding accounts. on their loan	Overall: Not Estimated	--	Overall: Not Estimated	--	Revolving Credit Market: 4.2%	-Andersen Consulting experience
23	% Write-off/Charge-off	Percentage of loans written-off relative to the value of delinquent accounts.	Overall: Not Available	--	Overall: Not Available	--	Retail Bank: 2%	-Andersen Consulting experience

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<b>Call Centers</b>								
24	\$ cost per direct loan account serviced	Total unit cost required to service each direct loan account per year.	\$9 per account	-SFA source document	Not Estimated	--	Fin. Institution (avg.): - \$3.50	-Andersen Consulting experience
25	\$ cost per call handled	Total unit cost required to handle each borrower call (costs may be tracked by human interaction or an automated response).	PIC: Not Estimated	--	PIC: Not Estimated	--	Human: - \$2 - \$5 Automated: - \$0.10-\$0.40	-Andersen Consulting experience
<b>Employee Satisfaction</b>								
<b>Overall Employee Satisfaction</b>								
26	% of employees characterized as "very satisfied"	Level of employee satisfaction as measured by polls, surveys, and other methods..	Overall: 61%	-SFA 5 Year Performance Plan	Overall: 75% (top 5 govt agencies)	-SFA 5 Year Performance Plan	Overall: 95% IRS: 56%	-Andersen Consulting experience
27	Employee retention	Percentage of employees who remain employed by a company or organization from one year to the next.	Overall: Not Estimated	--	Overall: Not Estimated	--	Fin. Instit: 85-88%	-Andersen Consulting experience
28	Number of yearly training days per employee	Number of days that an employee spends in formal subsidized training programs in a year.	Overall: Not Estimated	--	Overall: Not Estimated	--	Fin. Instit: 3-5 days	-Andersen Consulting experience
<b>School Channel</b>								
<b>Customer Satisfaction</b>								
<b>Overall Customer Service</b>								
1	% of customers (schools) characterized as "very satisfied"	Level of customer (school) satisfaction as measured by polls, surveys, and other methods.	Not Estimated	--	Not Estimated	--	Retail Bank: 90% Auto Dealers: 85-95%	-Andersen Consulting experience
<b>Transactions Processing and Disbursement</b>								
2	Time to originate and disburse a loan/grant	Amount of time required to originate and disburse a loan/grant to the borrower.	Direct Loan: 3 days Pell Grant: 3 days	-SFA 5 Year Performance Plan	Direct Loan: 3 days Pell Grant: 24-36 hrs	-SFA 5 Year Performance Plan	Credit Card Co: - Paper:less than 24 hr - Electronic: 1-2 hrs	-Andersen Consulting experience
3	% of financial transactions processed correctly	Percentage of financial transactions processed without error the first time.	Not Estimated	--	Not Estimated	--	Retail Bank: 97%	-Andersen Consulting experience

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<b>Customer Support</b>								
4	% of inquiries resolved with one call (during or after call)	Percentage of calls which are resolved correctly on first contact (although not necessarily resolved while on the line).	Not Estimated	--	Not Estimated	--	Retail Lending: 75% Mort. Servicing: 89%	-Andersen Consulting experience
5	Time to resolve inquiry	Amount of time required to successfully resolve the channel partner's inquiry.	Within 4 days	-ACS	Within 4 days	--	Retail Bank: - within 5 days	-Andersen Consulting experience
6	% of channel partners (schools) satisfied with problem resolution	Percentage of channel partners who find problem resolution satisfactory (based on outcome, timing, etc...).	Not Estimated	--	Not Estimated	--	Mort. Servicing: 89%	-Andersen Consulting experience
7	% of channel partner (school) complaints relative to total number of channel partners	Relative percentage of complaints per channel partner (school).	Not Estimated	--	Not Estimated	--	Auto Dealers: - Not Available	--
8	Abandoned call rate	Percentage of calls abandoned per total number of calls.	PIC: Not Available	--	PIC: Not Available	--	Insurance Co: 4%	-Andersen Consulting experience
<b>Lower Unit Cost</b>								
<b>Transaction Processing and Disbursement</b>								
9	\$ cost per loan/grant originated and disbursed	Total unit cost required to process each grant/loan (including administrative and disbursement expenses) from the time the loan application is received until funds are disbursed.	FFEL: \$7.47*  (*does not include ED overhead assignmet costs)	FY98 Baseline Performance Measures Report (by Price-Waterhouse-Coopers)	Not Estimated	--	Fin. Instit. (avg.): - Not Estimated	--
<b>Customer Support</b>								
10	\$ cost per call serviced	Total unit cost required to service each channel partner (school) call (costs may be tracked by human interaction or an automated response).	Overall: - Not Estimated	--	Overall: - Not Estimated	--	Fin. Institutions (avg.): - Paper : \$3.50	-Andersen Consulting experience
11	\$ cost for monitoring partner	Total unit cost required to monitor the school on an annual basis.	Overall: - Not Estimated	--	Overall: - Not Estimated	--	Not Available	--

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<b>Employee Satisfaction</b>								
<b>Overall Employee Satisfaction</b>								
12	% of employees characterized as “very satisfied”	Level of employee satisfaction as measured by polls, surveys, and other methods..	Overall: 61%	-SFA 5 Year Performance Plan	Overall: 75% (top 5 govt agencies)	-SFA 5 Year Performance Plan	Overall: 95% IRS: 56%	-Andersen Consulting experience
13	Employee retention	Percentage of employees who remain employed by a company or organization from one year to the next.	Overall: Not Estimated	--	Overall: Not Estimated	--	Fin. Instit: 85-88%	-Andersen Consulting experience
14	Number of yearly training hours per employee	Number of hours that an employee spends in formal subsidized training programs in a year.	Overall: Not Estimated	--	Overall: Not Estimated	--	Fin. Instit: 3-5 days	-Andersen Consulting experience
<b>Financial Partners Channel</b>								
<b>Customer Satisfaction</b>								
<b>Overall Customer Satisfaction</b>								
1	% of customers (financial partners) characterized as “very satisfied”	Level of customer (financial partner) satisfaction as measured by polls, surveys, and other methods.	Not Estimated	--	Not Estimated	--	Insurance Co: 80-90%	-Andersen Consulting experience
<b>Transactions Processing</b>								
2	Time required to complete a financial transaction	Amount of time required to complete a financial transaction to disburse funds to a financial partner (lender or guarantor).	Avg. for all transactions: Not Available	--	Avg. for all transactions: Not Estimated	--	Insurance Company: - Claims: 1-2 hrs	-Andersen Consulting experience
3	% of financial transactions processed correctly	Percentage of financial transactions processed without error the first time.	Avg. for all transactions: Not Estimated	--	Avg. for all transactions: Not Estimated	--	Insurance Co: 98.5%	-Andersen Consulting experience

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#	Performance Measure	Description	SFA Current Performance	Source	SFA Target	Source	Private Sector Benchmark	Source
<b>Customer Support/Oversight</b>								
4	% of service level agreement fulfilled to satisfaction	Level of service level agreement (SLA) that meets financial partner satisfaction (measured through polls, surveys, and other means).	Not Estimated	--	Not Estimated	--	Insurance Co: 90%	-Andersen Consulting experience
5	Availability of channel partner support (successful contact)	Percentage of time that a channel partner (financial partner) is able to successfully reach channel partner support (phone inquiries).	Not Estimated	--	Not Estimated	--	Retail Bank: 75%	-Andersen Consulting experience
6	% of inquiries resolved with one call (during or after call)	Percentage of calls which are resolved correctly without an additional call being placed (although not necessarily resolved while on the line).	Not Estimated	--	Not Estimated	--	Insurance Co: 75-80%	-Andersen Consulting experience
7	Time to resolve inquiry	Amount of time required to successfully resolve channel partner's inquiry.	Not Estimated	--	Not Estimated	--	Insurance Company: - Claims: within 7 days	-Andersen Consulting experience
8	% of partners satisfied with problem resolution	Percentage of channel partners (financial partners) who find the problem resolution satisfactory (based on outcome, timing, etc...).	Not Estimated	--	Not Estimated	--	Mort. Servicing: 85%	-Andersen Consulting experience
9	% of partner complaints relative to number of partners	Relative percentage of complaints per channel partner (financial partner).	Not Estimated	--	Not Estimated	--	Not Available	--
10	Abandoned call rate	Percentage of calls abandoned per total number of calls.	PIC: Not Available	--	PIC: Not Available	--	Insurance Co: 4%	-Andersen Consulting experience
<b>Lower Unit Cost</b>								
<b>Transactions Processing and Disbursement</b>								
11	\$ cost per financial transaction	Total unit cost required to process each financial (including all administrative and disbursement expenses) from the time the loan application is received until funds are disbursed.	Avg. for all transactions: Not Estimated	--	Avg. for all transactions: Not Estimated	--	Insurance Company: Paper: Not Available	--

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<b>Customer Support/Oversight</b>								
12	\$ cost per call serviced	Total unit cost required to service each channel partner (financial partner) call (costs may be tracked by human interaction or an automated response).	Not Estimated	--	Not Estimated	--	Fin. Institution (avg.): \$3.50	-Andersen Consulting experience
13	% of administrative costs relative to total costs of maintaining partner relationship	Percentage of administrative costs out of total costs for maintaining a partner (financial partner) relationship.	Not Estimated	--	Not Estimated	--	Not Applicable	--
14	Cost recovery ratio	Total unit cost incurred relative to the total dollars recovered.	Not Estimated	--	Not Estimated	--	Credit Card Co: 17% ABA: 33%	-Andersen Consulting experience
<b>Employee Satisfaction</b>								
<b>Overall Employee Service</b>								
15	% of employees characterized as "very satisfied"	Level of employee satisfaction as measured by polls, surveys, and other methods..	Overall: 61%	-SFA 5 Year Performance Plan	Overall: 75% (top 5 govt agencies)	-SFA 5 Year Performance Plan	Overall: 95% IRS: 56%	-Andersen Consulting experience
16	Employee retention	Percentage of employees who remain employed by a company or organization from one year to the next.	Overall: Not Estimated	--	Overall: Not Estimated	--	Fin. Instit: 85-88%	-Andersen Consulting experience
17	Number of yearly training hours per employee	Number of hours that an employee spends in formal subsidized training programs in a year.	Overall: Not Estimated	--	Overall: Not Estimated	--	Fin. Instit: 3-5 days	-Andersen Consulting experience